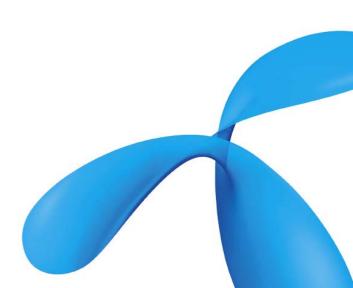
# telenor

Introduction

Jon Fredrik Baksaas - President & CEO

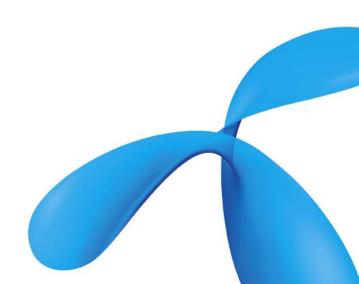
### Our main priorities

- Deliver superior profitable growth
- Manage cash flows from Nordic operations
- Nurture a unique performance culture



## Deliver superior profitable growth

- Planning for 100% real penetration in all mobile markets
- Leverage on attractive asset base
- Active benchmarking followed by concrete actions
- Demonstrate positive social impacts of our business



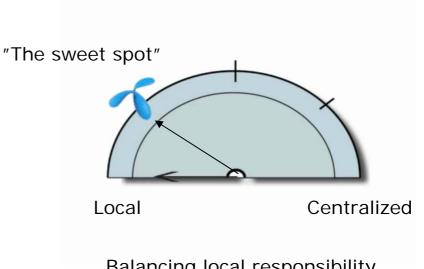
# Nordic operations Mid term cash flow ambition



Cash flow: EBITDA – CAPEX, excluding Broadcast, NOK

### Nurture a unique performance culture

- Disperse our superior telecom competence
- Systematic search for management talent
- Cultivate business oriented leaders



Balancing local responsibility with group scale and synergies

